MEMO

TO: Alex Gault
FROM: Ty
DATE: 8-11-97
RE: Mounting a Fund Raising Campaign

It was a pleasure to talk with you yesterday at the party, for a number of reasons. A few things occur to me in regard to your comments about your role in the required fundraising for Point.

1. You are right, between you and Rick it is going to be up to you (a) to shape, (b) to determine the timing and (c) to mount the fundraising campaign.

2. You will need to "mount" it, by which I mean conceive it, structure it, gather the troops, instruct them, reconnoitre the targets, assess the timing, and then personally lead the troops into "battle."

3. A first job is assessing who you have and what they can reasonably be expected to do in terms of each one's time, talent, inclination, role-and-responsibilities at Point, and personal vested interest. Then beyond that what each one might be cajoled, rewarded, hoodwinked, begged, arm-twisted, or flattered into doing in addition.

4. Your troops are your board members, especially the president, each staff member who feels loyalty to Point, the magazine and his/her job, the members of the board of advisors, the members of the editorial board, a kitchen cabinet that you should gather of key Whole Earth loyalists in the Bay Area (this may be informal in the beginning, but perhaps formal in the long run.)

5. One way to begin would be to produce a special page of information from the budget that shows how much money will be needed when. If there are points in the budget cycle where you actually run out of money, make that clear. The board especially needs to be shown when supplemental monies are needed and how urgently they are needed (i.e., what you will have to do if they are not forthcoming.) Do not assume that the board members grasp this just because they have seen the budget.

6. One of your greatest personal assets is your ability to describe situations of urgency from the position of calm mind. Always make your team feel good that they are in communication with you about this. A combination of quiet urgency and team feeling is ideal.

7. Work with the president in bringing the new board members up to speed and learning what each one can be expected to be good at. Michael Stusser, David tells me, knows Threshold Foundation members and some of them have a good feeling about him because they personally invested in his business and have made some

money on the investment. He is about to have his first baby, at the age of 50, so he will be terribly busy soon. Be sure he gets involved and "settled in" before that happens.

8. Be aware how the board's efforts are going in getting new board members, especially ones who will be helpful in fundraising through contacts and enthusiasm. Strategic board building has to go on at the same time that immediate funding contacts are being made.

9. Decide how best to build the board of advisors and the editorial board. These boards have specific functions to help you and Point, but everybody at every level should contribute to the fundraising campaign, unless they have specifically informed you that they want to avoid that. It is part of being a loyal team member.

10. Mike Stone should help you and Rick in one of your first projects: updating the individual funders from 1995 and 96, giving them the success story, and asking them for a second round. David has told me he intends to do this as soon as you have copies of issue 90. You and David need to work together like a well-oiled machine.

It is essential that the previous individual funders know that there is a new *Whole Earth* and have confidence in it, while at the same time knowing that it is fragile financially for the next couple of years until all the elements of the new business plan click in. (Keep reviewing and adjusting your business plan week by week according to the dynamics of the situation and your study of successful small publishing operations.)

10. Funders need to know that there are other funders who have confidence in you, and they also need to know that they personally are needed.

11. Be sure that you are aware of everything that is going on (and not going on) at every level, if you can. That is the battalion commander's main strength.

12. Best of luck.